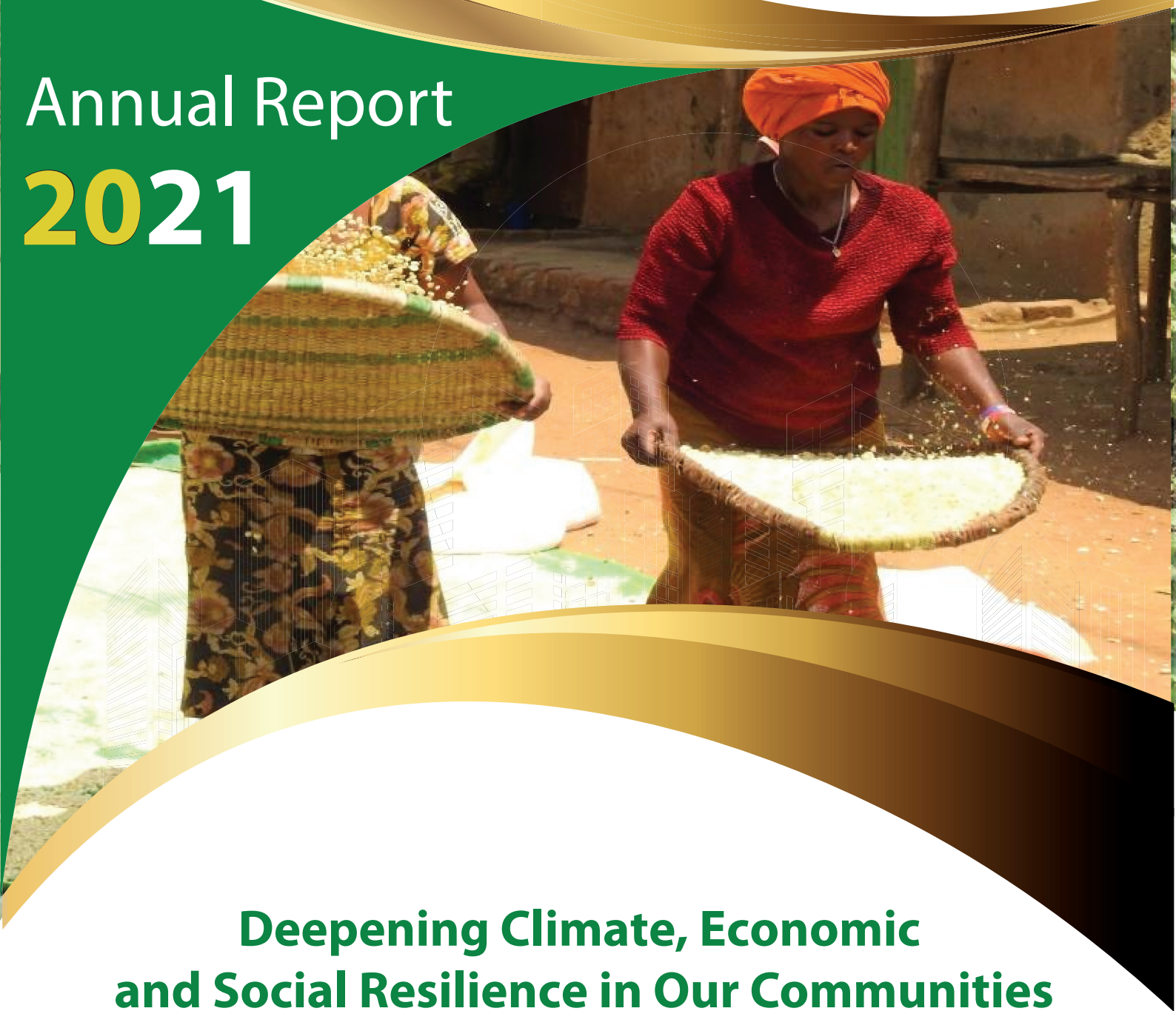




# Annual Report **2021**



## **Deepening Climate, Economic and Social Resilience in Our Communities**

Joint Effort to Save the Environment(JESE)  
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The title for this year's Annual report is very much connected to the theme of the JESE 2021-2026 Strategic plan, that is; "Resilient Communities, Resilient ecosystems". This plan envisages striking a balance between the livelihoods of communities as well as the protection and conservation of ecosystems. Therefore, the need to put both communities and ecosystems at the centre of all our engagement.



**Photo1: A youth trainee under the Green Colleges Initiative tending to her vegetable garden.**

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# ACRONYMS

SDGs	Sustainable Development Goals
PAR	Participatory Action Research
NDP	National Development Plan
PHH	Post-Harvest Handling
CERUDEB	Centenary Rural Development Bank
HOFOKAM	Hoima Fort-Portal Kamwenge Microfinance
IWRM	Integrated Water Resources Management
MSFP	Mpanga Super Farmers Programme
IFP	Integrated Farm Planning
FI	Farmer Innovators
MAs	Marketing Associations
Co.op	Cooperative Society Limited
PHASE	Participatory Hygiene And Sanitation Education
RUMPs	Re-Usable Menstrual Pads

# About Us

JESE is a Non-Governmental Organisation dedicated to reducing poverty amongst agriculture and natural resources dependent communities through empowering smallholder farming communities to optimally engage in Sustainable Agriculture, Water and Sanitation and Integrated Natural Resources Management for socio-economic progress.

## Our Vision, Our Mission, Our Values

### Our Vision

We envision a community where people and nature flourish

### Our Mission

We facilitate people Centred innovative actions that foster equity, sustainable management of natural resources and livelihood improvement.

### Our Values

Natural resources are free gifts from nature but we need to guard them carefully and share them equitably. In doing so, JESE is committed to the values of:

- Service above self
- Environmental Stewardship
- Transparency
- Team work
- Integrity
- Neutrality and Gender Equity (SETTING)

In all that we do, All JESE staff are required to reflect these values at implementation, JESE Culture and in individual actions.



### Message from the Chairperson

On my own behalf and that of the JESE board, I send you greetings and pray that the almighty Lord has kept you safe through this year. It was equally a tough year for Ugandans and so was JESE. Like the previous year, 2021 was not easy for all of us. COVID-19 and all the aftermath of it was hovering everywhere. We thank the almighty for having kept us alive and led us through this year.

The impact of COVID-19 had devastating effects not only on the economies of countries, but significantly retarded efforts on climate action, on gender equality and exacerbated unemployment across the globe. The pandemic helped a lot in deepening outcomes on sanitation and hygiene. As the board of JESE, we have been providing guidance and asking the JESE technical team to implement actions that are responsive to these challenges posed by the Covid-19 pandemic. We are indeed delighted to see many results in this report that are responding to these challenges. As you will find, JESE worked hard and implemented actions on climate change, gender, energy, youth unemployment as well as sanitation and hygiene.

We commend the efforts of the entire technical team led by the executive director Mr. Baguma Patrick for the good work done.

We would also like to appreciate all the donors that supported us and continue to support the work of JESE. To you, we are grateful. Please continue to support us, particularly so in the implementation of the JESE 2021-2026 Strategic. In this plan, we lay down our ambitions in many areas that JESE is reporting on but also the growth of the organisation to become a major national player in the environment sector.

In the coming year (2022) JESE will commence celebrating 30 years of implementing conservation and livelihood actions. We invite you to join us in a series of celebration activities that will be organised and communicated to you.

I wish you good reading.

Mrs Grace Waako Katuramu,  
Chairperson Board, JESE



## Message from the Executive Director

I send you warm greetings from the JESE fraternity. I'm delighted once again to be inviting you to read yet another edition of our Annual Report (2021). This report is highlighting some of the achievements in 2021 and it is the opening report of our 2021-2026 strategic plan.

In this report we highlight our contribution to the national development goals as well as the Sustainable Development Goals. We continue to contribute and work on climate action-for example in this reporting period, JESE facilitated the planting of 281,000 trees (approx. 255Ha) throughout all the areas we worked, we continue to work on gender and we have through the male engage approaches improved and transformed gender roles at the household level, worked on improving food systems through implementation of agroecology practices and the changes at the household level have shown lots of improvements made on food security, maintenance of good farm practices and improvement of productivity of the soils.

We worked on youth unemployment and decent work by training more than 570 youth in green/brown skills and as well worked on energy challenges by providing energy saving solutions to schools in Kyaka and Isingiro. We also continue with work on water and sanitation, where we installed a number of sanitation infrastructures, namely 260 eco-sans, 12 Water Harvesting tanks in schools and provided 320 hand washing stations in response to Covid-19, trained women Ecopreneurship and also trained girls to make sanitary pads. Our work on sanitation is significantly contributing to education outcomes particularly of the girl child.

All our work in; water and sanitation, livelihood improvement, gender equity and climate action reached 125,018 Men, Women and Youth in the districts of; Kyenjojo, Kyegegwa, Kitagwenda, Kabarole, Ntoroko, Kasese, Isingiro, Kagadi, Buliisa, Kamwenge, Bunyangabu and Agago.

No doubt we shall continue to do the same in the coming years. We therefore continue to invite our development partners including the government of Uganda to support us in this endeavour.

Let me take the opportunity to thank all the technical teams at JESE who continue to work tirelessly to bring these services to the communities that we serve. That said, our services to the community would not be possible without the support from our treasured development partners listed at the end of this report. We are surely grateful to you.

Finally, I would also like to appreciate the continued support and guidance of the JESE Board. Like the board chairperson, on behalf of JESE management, I would also like to invite you to join us in the JESE 30 years' anniversary activities that will commence in 2022 and end in May 2023.

Nice reading to you all.  
I thank you.

.....

**Patrick Baguma**  
**Executive Director, JESE**



## Operational Context

### Taking Action on Sustainable Development Goals

As always, JESE's work in communities continued to contribute to the 2030 global development framework, the SDGs. In 2021, JESE's integrated focus contributed to the achievement of #1, #2, #5, #6, #7, #13 and #15. In 2021, SDG 8 on decent work and Economic Growth and 12 focusing on Responsible Consumption and Production were added on. The newly added SDGs to JESE focus are in line with the aspirations of the 2021-2026 strategic plan. The plan itself is designed and aligned with all the above SDGs.



## Uganda Vision 2040

JESE's strategic programming, particularly so with the NEW JESE strategic plan are aligned to the country's strategic objectives of achieving:

- Universal access to Water, Sanitation and Hygiene
- Green and clean environment, conserving the flora and fauna, restoring and adding value to the ecosystems
- Restoration of degraded wetlands, hill tops, rangelands and other fragile ecosystems through the implementation of catchment –based systems, gazettement of vital wetlands for increased protection and use, and monitoring and inspecting restoration of ecosystems (wetlands, forests, catchments)
- Reforestation and afforestation on public land, promoting participation of the population in tree planting on both private and public lands
- Enhance food security and improved livelihoods for low-income groups
- Functional agriculture system to increase

information access, knowledge and technologies to the farmers

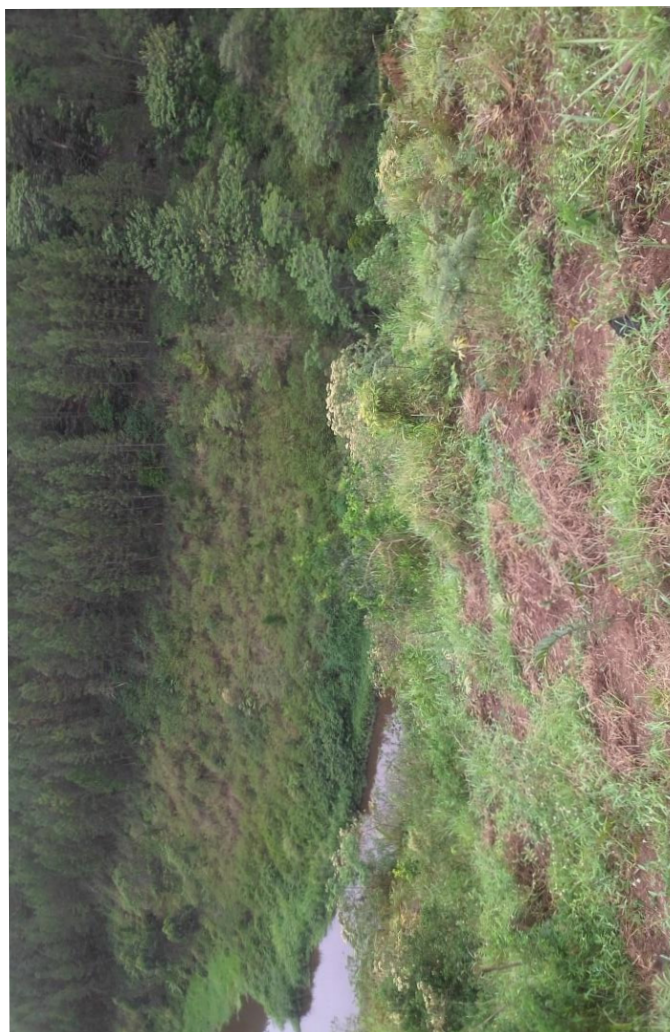
## The 3rd National Development Plan

The 3rd National Development Plan ((2020/21 – 2024/25) was unveiled in July 2020 by the National Planning Authority, highlighting the key challenges that impede the country's development path. One key challenge that's central to JESE's mission is the "Severe reduction in the forest cover, wetland degradation and encroachment leading to increased vulnerability of the country to climate change".

Therefore, JESE's program portfolio localises the NDP III focus within its mainstream programming to enhance productivity in the agricultural sector, sustainable exploitation of natural resources, stop, reduce and reverse environmental degradation and the adverse effects of climate change.

## Local Government Development Plans

JESE's work seeks to complement and address development priorities and delivery of services to the communities as enshrined in District Development plans at the local level.







## Where we worked and what we worked on

In 2021, JESE implemented numerous projects and Programs in the following districts of Uganda; Agago, Buliisa, Kabarole, Kasese, Kyenjojo, Kaga-di-Kibaale, Bunyangabu, Kamwenge, Kitagwenda, Kyegegwa and Isingiro.

### Our program portfolio in 2021

The portfolio of projects/activities implemented included the following:

1. Equitable Access to safe Water, Sanitation and Hygiene (Bunyangabu, Agago, Buliisa, Kitagwenda and Kamwenge)
2. Sustainable Family Farming Development (Kamwenge)
3. Integrated Waters Resources Management (Kitagwenda, Buliisa & Kamwenge)
4. Restoration of degraded hotspots on; Mpanga and Muzizi River catchments, the Elephant Corridor, and Upper Lake Albert (Buliisa-Masindi corridor).
5. Disaster Risk Reduction (in Isingiro and Kyegegwa).
6. Climate Resilience and Natural resources Governance (across all the districts)
7. Agriculture and market linkages for; Cocoa, Vanilla and Maize in Kyenjojo, Kyegegwa, and Kamwenge.
8. Gender Equity, women participation and nutrition (specifically in; Kyegegwa, Bunyangabu, Kyenjojo, Kamwenge )



Photo: JESE Geographical areas of operation

### Contextual Changes/Challenges

**Income loss;** because of the COVID-19 Pandemic and its associated difficulties, many families in the JESE areas of implementation reported a loss in their incomes. The youth and women were particularly more impacted because of their inherent vulnerabilities, namely; lack of land and generally limited control over productive resources. For example, the youth reported a significant decline in their incomes from 3,568,664 UGX in 2020 to 2,486,546 UGX in 2021 and many were struggling to pick up their agribusiness enterprises. It is anticipated that, because of their dynamism, the youth will ably recover from



these economic shocks but will require a helping hand from Government and other stakeholders in the form of Covid-19 recovery plans.

**Climate Change;** in this reporting period, sporadic dry spells were experienced by the farmers especially in Kyenjojo and Kamwenge Districts which negatively impacted on their farm yield leading to 50% losses in incomes and jeopardising food security and nutrition status. For some of the farmers, they completely lost their entire gardens. The crops that were mainly affected included coffee, maize and bean farmers and these are the main drivers of income and food security among the rural households that JESE targets. This was not only the case of the Rwenzori region but rather a challenge all the farmers across Uganda are currently facing and there is need for urgent measures to safeguard against environmental degradation while working coping mechanisms in the long term.



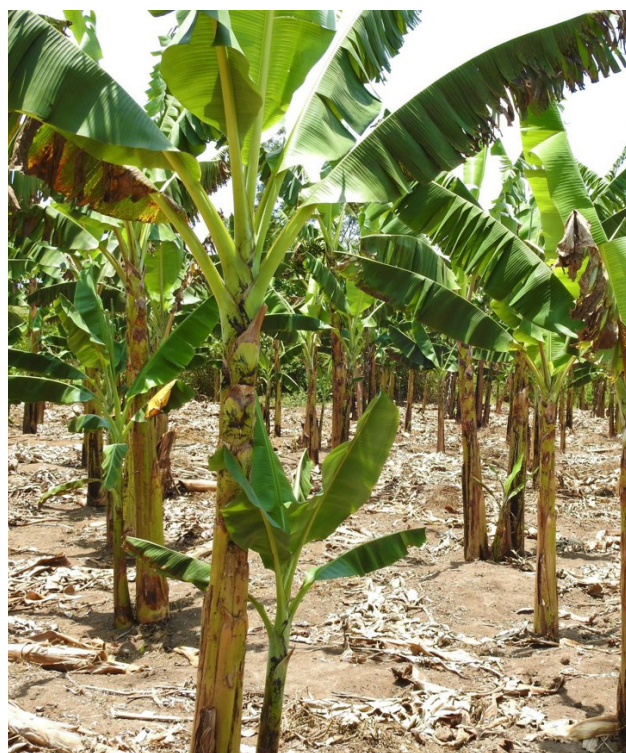
### **Maize garden severely impacted by long dry spell in Kyenjojo**

The shocks of COVID-19 Pandemic; by this report period, the world had come to terms with the pandemic and the focus was on finding remedial measures to overcome its impact. The pandemic severed the operations of the organisation and of course there was still the risk of acquiring the disease as a result of our contact with the community. Indeed a number of JESE staff fell sick and by God's grace they all recovered well. Generally implementation was slow and required to work outside the box and introduce new ways of working including adjusting our contingency plans, equipping staff and communities with information on COVID-19 and personal protection equipment. On the other hand, the Covid-19 restrictions also affected the monitoring of illegalities in critical forests and wetlands in the region.

**Limited Local Market Development;** the emergency of COVID-19 had reminded and taught us that global/regional markets are fragile and can collapse in a very short period of time leaving farmers exposed to poverty. This reality requires us to think globally but endeavor to act locally. Local market development is a very important aspect of JESE's work and embodies well with our focus on agroecology that emphasises prioritisation of local market support and growth to become key places of exchange of goods and services of the farmers. This focus will continue to be a key part of our strategic focus.

**Slow growth of the Agricultural Sector:** Despite agriculture contributing about 25% of Uganda's Gross Domestic Product, whereby smallholder farmers contribute about 80% of agricultural output, the sector remains sluggish. The slow growth in agriculture may be attributed to; poorly implemented policies, and poor mindset/practice at the farming households. Supporting growth of the agriculture sector, which is the mainstay of Uganda's economy and a source of livelihoods for the majority of Ugandans is the cornerstone of our strategy to improve livelihoods of the farmers and supporting economic development of our country.

In general, the other standing challenges for the sector included; low yield, weather variability, pests and diseases, low value addition to agricultural produce and limited market access.





# 2021 Impact Highlights



## Supporting the Growth of Sustainable Food

SDG 2 focuses on Zero Hunger and target 1&2 of this goal emphasises universal access to safe and nutritious food as well as ending all forms of malnutrition. Target # 3&4 respectively focus on doubling the production and incomes of smallholder farmers and sustainable food production and resilient agricultural practices.

The Western Region of Uganda already experiences severe forms of malnutrition, where 41% of children under the age of 5 are malnourished; therefore the urgent need to pay attention in our programming to this very critical aspect of our development. The National average on Malnutrition is at 33%, though lower than the regional average the goal would be to lower the regional average much lower than the national average. This requires a robust and sustainable approach, coupled with activities that promote increasing productivity on the farm, improving food safety through the training of farmers in post-harvest handling practices, storage, to mention but a few. Therefore, in 2021, a number of interventions and outcomes were achieved in this line.

**Supported productivity and Resilience of family farms;** JESE supported Innovation in smallholder farm production to improve food security and nutrition security at both household and community levels. Interventions were directed towards enhancing resilience and farm production, through the promotion and implementation of agroecology and Integrated Farm Planning, participatory action research and exchange learnings, where over 12,000 household members acquired skills and knowledge in modern agriculture production methods and farm management.

We also registered improvements in food and nutrition security through undertaking nutrition education and awareness raising campaigns. Through the use of demonstration learning sites and intensified house-

Indicators	Baseline value	Realized 2017	Realized 2018	Realized 2019	Realized 2020	Realized 2021
Production volumes of selected value chains						
√ Coffee (kg dry)	216	389	214	557	719	771
√ Maize (kg)	1332	1,622	1,454	1,696	2,178	2,189
√ Beans (kg)	256	164	197	261	284	308
√ Total (kg)	1,101	1,726	1,501	1,930	2,729	2,699
Sales volume of selected value chains UGX per year, all crops together	1,902,232	3,047,259	2,314,498	5,343,641	6,090,257	7,331,541
Average farm resilience score in selected value chains	159	223	233	253	263	270
Average External Linkage and Learning score (out of 100)	47	45%	55	66	70	71
Average application rate Good Agriculture and Post-Harvest practices (%)	43%	49%	53%	62%	68%	72%

Table 1: Achievements for farmer family farming Programme at JESE





#### Case story I: Improved Household Food Security:

Lawrence is 53 year old farmer in Kabambiro and looks after 13 people in his household. Some are her own children and others grandchildren. He owns about 3 acres of land and uses 100% of it. He benefited from training on how to grow Matooke and coffee. He also learnt how to plant good trees like musizi, not polluting the rivers, trenching, and mulching his gardens. He also learnt how to make his own fertiliser. From the time he put into practice the new knowledge, Lawrence and his family never lack food. The family now has enough food grown at home. They eat Matooke, cassava, cassava flour mixed with millet, and vegetables from their kitchen garden. They feel healthy and it's rare to fall sick these days. He also earns money from his garden which he has used to buy a cow, 9 goats and to buy the foodstuffs that he does not grow in his garden. The cow gives him milk which helps to improve their nutrition at the household.

#### Case story II: Improved Household Food Security:

Mafaranga, an old man aged 70 years has a small household of 4 people in Kabambiro, Kamwenge District. The family grows maize, beans, bananas, millet and lots of other crops and fruits. He also owns 3 cows and about 6 chickens. His main challenge before JESE intervention was small harvests because of poor farming methods. Because of this challenge, he was poor, always living without money and enough food to feed his family. He thanks JESE for training his family how to grow and look after crops properly. Mafaranga planted bananas where he harvests food regularly to feed his family. He even sells the extra for money. He also planted vegetables, pawpaw and other fruits which he enjoys. His harvests from maize and beans improved significantly. He earns about UGX 600,000 from produce per season as profit compared to less than UGX 200,000 he used to earn before the project. Recently he fell sick and was put on oxygen in hospital. But he paid the bill with money from his garden. In his own words, "I used to buy Matooke from the market but now I eat my own. My people now feed well. Even when we get visitors, we don't get worried about what to cook for them. We really have good nutrition. We eat dodo and see how I look. All of us are healthy. Personally, doctors told me to eat lots of fruits like lemon, and vegetables like cabbages, tomatoes and greens. I grow all of these things and I eat them. Our nutrition has improved because my wife grows vegetables. Kids are no longer falling sick".



## Completion of Participatory Action Research

JESE interventions involve building the capacity of local community members to establish resilient approaches to local farm problems. Participatory Action Research (PAR) is an approach that JESE has applied over the 4 years and worked with farmers in Kabambiro to build their capacity in research and ability to find solutions to common farming challenges.

PAR is a type of research used to resolve the challenges of lived experience in a local context, which involves participation of directly affected populations. In 2018, JESE started to engage farmers in Kabambiro Sub-County, Kamwenge District to get involved in designing research processes for enhancing farm productivity through better farm management in terms of crop varieties, integrated pest and disease management and soil fertility management. The research processes were concluded in March 2021 and the following key outputs were achieved;

- (1) Farmers improved their capacities in data collection, analysis and reporting.
- (2) Developed capacities of farmers in recommended agronomic practices and management of beans and maize crops
- (3) Farmers tested and identified Hybrid varieties of maize (Bazooka, Longe 9H, Longe 7H and MM3 for short seasons) and beans (NAROBAN 2, NAROBAN 1, NABE 15 and Local Small Kanyebeba) that are best suited to the agro ecological conditions of Kabambiro Sub-County.
- (4) Innovative eco-friendly pest and disease management strategies were identified, their efficacy tested and the best performing bio ratios were recommended for adoption by the farmers.
- (5) The research report was compiled and disseminated to the different stakeholders within Kabambiro Sub-County and Kamwenge District.



Photo: Labelling of the planted maize in the PAR experiments.



## Promotion of Agroecology and the adoption of Integrated Farm Planning;

Integrated farm planning builds efficiency and maximises utilisation of fragmented land and increases intrinsic motivation of smallholder farmers to work towards improving sustainability of their natural resource base which in turn translates to improved livelihoods and economic performance of communities. The approach has enabled JESE to operationalise agroecology at farm level and enhanced capacities of target smallholder farmers to increase resilience of their family farms as indicated below;

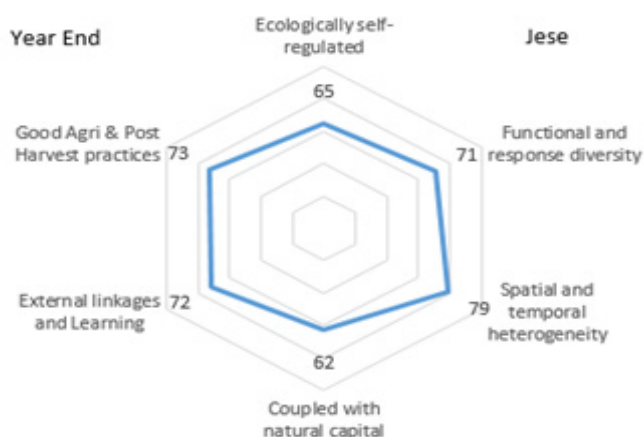


Fig.1: Farmer resilience levels



**Improving food safety and storage;** about 30% of food gets wasted at the level of post-harvest handling. In this regard, JESE has supported farmers to improve their post-harvest handling (PHH) practices and quality management of the produce by adoption of improved storage facilities especially hermetic silos and PICS bags for storage and use of tarpaulins, drying racks, maize sieves, for drying and cleaning of the produce. This led to significant improvements on quality and quantity of produce by farmers and their associations. Through JESE interventions in 2021, four groups were supported to upscale the value addition process, while two groups in Kamwenge got support to improve their storage facilities.

## Facilitated Farmers' Access to Upscale Markets;

JESE interventions in 2021 led to increased access to local and upscale markets through linkages and business meetings. Bulking by Producer Marketing Groups and Cooperatives, for sustainable household income security was embraced by the target beneficiaries. For instance, 68 MAs in Kyenjojo, Kyegegwa and Kamwenge Districts, produced 3,600 metric tons of maize and 1060 metric tons of beans in 2021. Facilitation of linkage to private sector actors was instrumental in enhancing market access and subsequent household income.

JESE organised business meetings that helped farmers pitch their businesses and the private sector making verbal commitment/agreement with farmers, as a binding assurance for production.

On average, smallholder farmers working under JESE programs earned a gross annual income of 7,331,541 UGX which reflected an increment of UGX 1,241,284 when compared with performance of 2020. Though yet to reach the government target of 20 Million target per household, this achievement shows good progress and with farmers more closely in Marketing Associations gaining more negotiation capacity with the market, this income is expected to improve further.

To this end, in 2021 JESE Facilitated 3 groups to register as Cooperatives at national level and these were Kijweka Maize Farmers Cooperative Society Ltd, Nyakatooma, Butunduzi Sub-County Maize Farmers and Produce Market Cooperative Society Ltd and Nyabubaale Maize Farmers Produce and Marketing Cooperative Society Ltd and Kabambiro Farmers Marketing Association at the district level.





**Photo 4: Bulking and selling together after Good Post Harvest Handling.**

### **Improving food management and nutritional practices at household level**

JESE undertook awareness creation initiatives on nutrition and food security through radio programs, extension and trainings, men in the kitchen campaigns, kitchen gardens, outreach by Village Health Teams (VHTs), established vegetable nurseries, distributed planting materials of orange sweet potatoes (200 bags of vines) and disseminated illustrative educational materials. In this regard, 50 cooking demonstrations by Role Model Men during the men in the kitchen campaigns were conducted, 50 community sessions on nutrition education by the District Nutrition Focal Persons were held and had a direct reach of 46,613 persons through outreach by VHTs in Kyenjojo and Kyegegwa Districts.

In Kitagwenda District, JESE supported the establishment of 11 demonstration Kitchen gardens, benefiting 1,200 people. At the end of 2021, 60% of the households reported consuming at least 5 food groups and balanced diet, 89% were food secure and 90% had appropriate and functional food stores. These achievements are attributed to the mainstream training and awareness on food security planning, kitchen gardening and outreach by VHTs.



**Farmer tending to her Kitchen garden of vegetables**

**Table 2: Reach in # 2021 Per Category Target.**

SN	Intervention approach	# Reached in 2021
1	Small holder farmers in 2021	12,000
2	Role Model Men	150
3	Male Action Groups	150
4	Women leaders	500
5	Village Health Team (VHT) members	145
6	Financial linkage	24
7	Participatory action Research members	26
8	Lead farmers	8
9	Outreach by women leaders on women leadership	21,755
10	Outreach by role model men on menen-gage activities	21,755
11	Outreach by VHTs on nutrition education and awareness	46,613
12	Production groups	223
13	Marketing Associations/Coops/PMGs	68
14	Village Saving and Loan Associations (VSLA)	223

**Source:** JESE –Agricultural & Enterprise Department reach in 2021





Photo: A farmer supported by JESE tending to her vegetable garden

#### Total Reach on Nutrition in 2021

*In 2021 JESE continued to support farmers with knowledge on nutrition and planting of crop varieties and vegetables that improve household nutrition*

- 21.8% increase in number of women consuming at least 5 food groups
- 89% Food secure households
- 90% had appropriate and functional food stores.

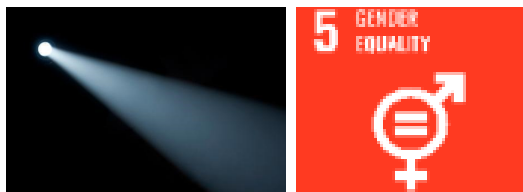
In Kitagwenda and Isingiro districts, farmers were supported with fruit trees which they integrated into their farms for the supply of fruits to their households. This further improved access of refugee communities to fruits and income from fruit sales.

**Access to Affordable Financing;** access to sustainable financing solutions remains a challenge for smallholder farmers in the Tooro/Rwenzori regions and Uganda as a whole. Building domestic financing systems to ease access to low interest loans had a great contribution to family farming development during the 2021 programming. JESE facilitated and supported 242 Village Saving and Loan Associations (VSLAs). Over all, JESE supported VSLAs and in 2021 raised UGX 288,979,900 in savings that were invested into their own family development projects. More than 80% are savings made by women and we can ably say that JESE has through the VSLA Model continued to facilitate women economic empowerment and facilitated sustainable financial inclusion for the rural poor that are often unbanked.

JESE organised five linkage meetings targeting 24 Farmer Groups and linked them to financial institutions including Centenary Rural Development Bank, HOFOKAM, Post Bank and Microfinance Support Centre. This was intended to identify financing opportunities and enhance farmers' capacities to tap into those opportunities for investment in family farms and other income generating businesses. Farmers' exposure to diverse financial products presented an opportunity for engagement under convenient terms and conditions to individual Farmer Production systems and repayment periods.

During the year, JESE adopted SAVIX MIS for improving accurate monitoring of the performance of VSLAs, especially as regards savings and loans portfolios. This system had a significant impact on timely tracking financial flows and enabled JESE to offer timely and accurate management support to VSLAs. The application further eased data collection, processing and interpretation for quick feedback to the savers and effective tracking of performance. The VSLA PLUS component was also introduced and proposed to tackle different aspirations of savers and the association, with a clear focus on savings for a purpose.

**Case story III:** Socio-Economic Empowerment: Teopista, aged 49 years, lives in Bwera Village, Kabambiro Parish. She is a housewife in a household of 7. The family owns 4 acres of land where they grow sugar canes, maize, beans and bananas. Before the Mpanga Super Farmers Programme, Teopista used to have challenges of access to quality seed, low yields, never had any savings and the family was always cash-stretched. Teopista used to suffer with lack of access to clean water. They didn't have any plans as a family and as a result, they didn't have money for education, health and family development. The project taught them a lot of things including how to plan as a family. The family sits together and discusses what to do. They agree how much to save, and invest for future earnings. No money is spent without a proper agreement as a family. When water service providers came to provide water, Teopista didn't have money. She borrowed from the VSLA, paid and the family got connected to piped water. Now people fetch from her tap, including those that lay bricks and they pay. Teopista and her whole family have learnt how to save. Before, the family would spend months working but would have no money. Nowadays, the family earns money which they use to implement their family plans. They earn about UGX 1million as net profit every season. They have bought a cow, a bicycle, two pieces of land, pigs, goats, clothing, feeding and many other things. The last time the VSLA members shared money (November 2021), Teopista received UGX 650,000 in savings.



## Stepping up Gender Equality, Leadership and Socio-economic Empowerment of Communities

In 2021, JESE continued to improve the capacities of women in leadership through training, regular follow ups, mentorship and coaching support. A total of 84 follow up/ mentorships and coaching sessions were conducted in Kyenjojo and Kyegegwa districts in 2021 and 422 women leaders mentored and coached on women leadership. The women were also able to reach out and train 4,063 women. To foster collective decision making and ownership of family resources, JESE in 2021 continued to champion inclusive household gender action planning in Agago District under the WASH SDG program. A total of 153 households in 4 sub counties were followed-up and supported to implement their gender action plans.

### The case of Women leaders' involvement in the 2021 concluded elections

a) Out of the JESE trained 500 women leaders, 52 contested for their first time in the recently concluded general election at different levels. Of these, 39 won different positions at Sub County and District level

b) The women leaders that won have shown leadership skills in the various councils and are spearheading different council positions. For example, Kabanyoro Peluce who is A Sub county Councillor in Kakabara Sub-County Council was selected as a secretary for gender. Also, Birungi Molly after winning as a District Women Councillor was selected as a Secretary for Works for Kyegegwa District. When interviewed, the women attributed these gains to JESE support in the form of leadership training, mentorships and coachings that have built their leadership capacities.

c) On the other hand, facilitation skills of women leaders have improved tremendously over the last few years. For instance, 25 Women Groups have been mobilised and started by trained women leaders engaging in different Income Generating Activities (IGAs) ranging from handcrafts, poultry and pig-ery among others. In addition, about 200 individual women have been inspired to start income

generating activities at household level which has further contributed to their economic empowerment and that of their households.



Molly in her Tailoring Shop in Kakabara, Kyegegwa District

### Working with Village Health Teams (VHTs) as Change Agents on Nutrition Education

JESE identified and built capacities of 133 village health teams (VHTs) within the mainstream government health care system who have amplified messages on nutrition, sanitation and environment enteropathy (EE) to the wider community through household outreaches and community awareness meetings. In 2021, JESE conducted 41 follow up sessions and 33,995 people were recorded to have been reached by VHTs with nutrition education messages across Kyenjojo and Kyegegwa Districts.







VHT Gender Review Session in Kyenjojo and Kyegegwa Districts

### Outreach Through Men in the Kitchen Campaigns



11 Men in the Kitchen Campaigns reaching 1,323 people. Through these campaigns, communities were trained on nutrition and the critical role that men are supposed to play in that regard

In 2021, JESE continued to engage men in nutritional promotion activities through organising men in the kitchen campaigns as key platforms for engaging men and encouraging them to support gender equality, equity and combating Gender Based Violence. Eleven (11) Men in the Kitchen campaigns were conducted in Kyenjojo and Kyegegwa district, reaching out to 1,323 people directly. During these campaigns, music, dance and drama were used to communicate messages on nutrition, gender equality and equity as well as prevention of gender based violence. In addition, presentations were made on gender, nutrition and child protection by the District Gender and Nutrition Focal

Persons. The messages continued to challenge existing non-transformative norms and beliefs, championed for improved feeding practices and elimination of gender barriers to nutrition and women empowerment. Consequently, our monitoring reports have registered an increasing number of women reporting participation in joint planning and decision making over household productive resources.



## Fastening Climate Change Adaptation at the local level

SDG 13 calls for urgent action to combat climate change and its impact. To this end, JESE each year implements intervention in view of combating climate change and most particularly strengthening the capacity of communities to adapt and mitigate climate changes.

As one of the ways to enhance climate change Adaptation, JESE in 2021 supported farmers with water for production technologies like underground rainwater harvesting tanks at household level. These facilities provide sustainable water for production at all times, including the dry season. The piloted system has seen farmers engage in farm production for both household consumption and market throughout the year, due to availability of water for production.



Photo: Underground water harvesting technology demonstration - supported by JESE



JESE also supported water for production technologies through the construction of mini grids for irrigation in Kitagwenda for the production of vegetables, for both home consumption and the market. The other was the construction of cattle troughs to provide water for cattle. Cattle farmers in Kitagwenda reported an increase in the quality of the animals as a result of reduced distance in the search for drinking water for their animals and therefore value added to their animals.



Photo: Cattle in Kitagwenda drinking from one of the cattle troughs constructed by JESE.

Through on farm extension support services, JESE built the capacity of 198 farmers at household level in climate smart farming technologies for enhanced resilience across selected value chains in the production process.

Production of own organic manure; JESE also trained farmers in the production of organic manure/ fertiliser (Bokash), using locally available materials, hence farmers are able to enrich their farms with substantial nutrients for better yields. This approach significantly contributes to improved household food security, income, health and nutrition benefits especially in reducing the amount of dangerous chemicals in our foods.



Enterprise selection; JESE also supported farmers in enterprise selection techniques as another way of adapting to climatic changes and a best practice in good agronomic practices that are urgently required to adapt to climate change. This had a significant impact on farm productivity and management practices by many target farmers in JESE supported communities. As a tradition, many farmers planted a wide range of crops with little concentration on each of them in terms of farm management practices. The poor farming practices led to loss of nutrients from the soil, thus resulting in poor yields. The training in enterprise selection paved the way to the idea of enterprise selection, the need to practise good agronomic practices, post-harvest management practices, collective marketing, and organic manure and pesticide making through use of local materials.



**Mr. Mutebi Herbert a JESE Farmer in Kahunge trained in climate smart agriculture practices inspecting his Irish potato garden.**

With the acquired knowledge and skills in agronomic practices, many farmers adopted the growing of Irish potatoes, maize, beans and coffee, among other promoted value chains from an entrepreneurship perspective/farming as a business. The resultant high yields from farms have had a significant improvement on household food security and income.



### **Strengthening social and economic resilience;**

The 2021 JESE program interventions also focused at building economic and social resilience of target community beneficiaries, through innovative green entrepreneurship approaches targeting women and youth. In the elephant corridor for example, green skills and business training interventions are equipping these categories of women, young women and young men with the requisite skills that are economically and environmentally empowering. A total of 28 Women and youth groups are beneficiaries of these skills in Kyenjojo district. Some of the skilling areas included; apiary, crafts, tree nursery management and specialised vanilla pollinators at community level. In the long run, these activities will strengthen social and economic resilience capabilities of women and youth.





Photo: Women + youth skilling in handicraft making.







Photo: A farmer supported by JESE in Kyenjojo pruning their Cocoa Plant.



Ramping up Wetland demarcation and restoration of fragile ecosystems.



Enhancing ecosystem restoration of identified hotspots was achieved through demarcation and replanting extinguished endangered species in selected areas. JESE and partners invested in the restoration of Kakoni and Rushango wetlands in Kyegegwa and Kamwenge districts respectively. In this regard, a total of 24 km was demarcated in Kakoni and 11km in Rushango.



**Photo: Advancing buffer zone ecosystem protection in Mpanga**

Sustainable natural resources management remains a core cross cutting element of JESE interventions across all areas of implementation. In 2021, 220,000 tree seedlings of different indigenous tree species were raised and planted in Kitagwenda, Kyegegwa (Kyaka II Refugee settlement) Isingiro (Nakivale Refugee settlement) Kamwenge, Kyenjojo, Buliisa, Ntoroko, Kabarole and Agago districts. This includes 15,000 seedlings of grafted Oranges and Mangoes that were planted by farmers to improve their economic resilience. In total, 181 hectares were planted with indigenous tree species in 2021. Some of the tree species planted included; Eucalyptus, Grevilia, Musizi, Terminalia, Mahogany, Sudanese teak and white teak. In Nakivale and Kyaka II refugee settlements alone, 37 Hectares were planted with over 40,000 trees. A total of 6200 bamboos were planted in the demarcation zones in River Semuliki buffer areas and in Kakoni and Kyerenga wetlands in Kyegegwa and Kyenjojo districts

The restoration targeted the mostly fragile ecosystems such as; Mpanga River catchment, River Semuliki catchment, Mzizi River catchment, the elephant corridor, Upper Lake Albert and the refugee settlements of Kyaka and Isingiro.

With the collaboration with local leaders, JESE established community level natural resource management committees at all intervention areas and these were supported to develop and adopt management plans for the established woodlots as a sustainability strategy. In this regard, a total of 6 Management plans were developed and remain operational in all interventional areas.



Woman Planting Bamboo in Kyaka II supported by JESE



Photo: Kyerenga Conservation Committee members, after demarcating 10.8 km.





A healthy looking Cocoa plant on the farm of an Agroforestry farmer in the elephant corridor. JESE spent the last 3 years supporting farmers in Kyenjojo and introduced an agroforestry system integrating high value crops like cocoa and vanilla.



In 2021, JESE supported and completed the establishment of **644.94** Acres of agroforestry systems integrated with high value crops like; Cocoa and Vanilla in the elephant corridor. This system benefited from an Agroforestry Revolving Fund Scheme and **UGX 60,973,000** was provided to farmers to grow their agroforestry farms. It is notable that 21% of the Revolving fund beneficiaries were women. This will go a long way in not only promoting conservation but also economically empowering the women. The agroforestry intervention saw a total of 680 (71%) out of 960 small holder farmers adopt land use planning, establishing and upgrading their farms into agroforestry systems. In terms of practice, 290 farmers adopted basic principles and practices of organic farming, organic manure and pesticide making.

### Supporting livelihood improvement for natural resource dependent communities

As one of the approaches to sustainable natural resources conservation, JESE introduced environmentally friendly enterprises. Through the promotion of beekeeping for honey production, beneficiaries in Agago, Kitagwenda and Kyenjojo District realised a significant increase in the volume of honey produced. The created market linkages facilitated access to honey processing equipment for production of other products including; Wax for candle making, Venom, Propolis, a resin-link material made by bees from the buds of poplar and cone-bearing trees. This intervention led to enhanced household income among beneficiaries and subsequent livelihoods improvement.



**An apiary established at the household of a farmer in Ntara, Kitagwenda District.**



## Fostering the energy Agenda among the farmers we work with.

**SDG7 calls for affordable, reliable, sustainable and modern energy for all by 2030. It is in view of this goal and all its dimensions that JESE seeks to contribute. Here below, we share what we were able to achieve in 2021.**

According to Global Forest Watch, Isingiro district lost 2.83kha of tree cover from 2001 to 2020, equivalent to 16% decrease in tree cover since 2000 and 1.05Mt of CO2 emissions. Households in Uganda spend on average 15% - 20% of their budget on fuel to cook meals on traditional and inefficient stoves (3 stone fireplace) that result in excessive use of fuel wood and this means more CO2 emissions into the atmosphere. At household level, there is a lot of biomass exploitation. This is so because 74% of Uganda's population depends on firewood as a source of fuel (UNEP energy profile). This contributes to the heavy reliance on natural forests hence resulting in serious negative environmental impacts in many regions of Uganda.



In the 2021, JESE with support from development partners continued building capacity and supporting the adoption of environmentally friendly energy saving technologies. In Isingiro district, Kabazana Primary School and a few selected households in Nakivale refugee settlement, JESE constructed energy saving cook stoves. The transition from the use of a three stone cook stove has since resulted in less firewood consumed in preparing daily meals at both institutional and household levels. Since the introduction of the energy saving cook stove at the school, school management reported a reduction of firewood consumption from three



full wheelbarrows of medium sized firewood to half a wheelbarrow per day. The school management also reported that the technology also saves time, and indoor air quality has greatly improved, reducing the chances of contracting respiratory diseases. It should be noted that schools in Uganda are among the most consumers of fuel wood and therefore contributing a lot to climatic related challenges.

JESE also supported refugees in Kyaka II and Isingiro as well as farmers neighbouring the elephant corridor in Kyenjojo and taught them on how to make briquettes using waste materials from within their environment.



## Promoting equitable access to WASH services



The UN has strongly argued that, Water and Sanitation are at the core of any development process, and yet billions of people continue to lack access to safe drinking water and as well as sanitation hygiene. To be more specific, 2 billion people lack safely managed drinking water, 3.6 billion lack safely managed sanitation, and 2.3 billion lack basic hygiene facilities. JESE in 2021 continued to implement interventions responding to water and sanitation challenges as stated in SDG6 and as emphasised by the UN.

In 2021 JESE focused on scaling up WASH SDG efforts, being the first line of defense against COVID 19. Thus, we supported increasing access to clean water, appropriate hygiene and sanitation and

menstrual health management in schools and communities in Agago, Ntoroko, and Bunyangabu districts. Other interventions were in line with ensuring sustainable access to and use of improved WASH services by all community members through attitude change and demand in Agago district, and youth skilling for decent employment in Kabarole, Bunyangabu and Kyenjojo districts, and Fort portal city.

Contributing to education outcomes through improved access to sanitation facilities

Rugarama primary school in Kamwenge district is one of such public institutions that were impacted through JESE support in 2021. JESE with support from partner's constructed an eight stance eco-san toilet, with a girls changing room, an incinerator and a ten thousand capacity water tank installation. With a population of over 892 pupils, the school had run short of sanitation facilities and services with only ten stances shared among teachers and pupils, a situation which often contributed to absenteeism, drop out and associated poor performances plus poor hygiene at the School.



In addition to the support provided to the learning institution, JESE through an integrated natural resources program had constructed 262 eco-sans benefiting 1,572 people in Kitagwenda, Kamwenge and Buliisa. Promoting the eco-san technology was appropriate for communities adjacent to fragile ecosystems and with loose soils that could not firmly support the traditional pit latrine and therefore reducing the risk of contaminating water systems with human faecal matter.

**Table 3: Education institutions supported with eco-san toilet by the year ending 2021**

#	School	Sub-county	District	No. of stances	No. of people	Catchment	Planned	Reach by end of 2021
1	Nyakachwamba	Ntara	Kitagwenda	8	320	Mpanga	600	727
2	Rugarama	Kabambiro	Kamwenge	8	320	Mpanga	600	892
3	Nyakera	Bukurungo	Kitagwenda	8	320	Mpanga	468	468
4	Kijangi	Butiaba	Buliisa	8	320	ULA	600	1503
5	Walukuba	Buliisa	Buliisa	8	320	ULA	489	489

**Source: IWRM Evaluation report 2021**



During the course of 2021, JESE rehabilitated 07 water sources including three boreholes and four shallow wells to serve over 1, 750 people in target communities of Ntoroko district. To enhance access to clean water services, one solar powered water system was also rehabilitated to serve a total of 700 beneficiaries in the same district. Other infrastructures established were; construction of two Rain Water Harvesting (RWH) tanks and rehabilitation of 12 RWH tanks of 10,000 litres each, to serve communities and institutions in Ntoroko district. Additional support was also extended to health facilities and public markets in target communities of Ntoroko district. This included the rehabilitation of two protected water springs serving 380 people, establishment of 320 hand washing facilities in households and other twelve hand washing facilities at selected health centres, public markets and landing sites in the district.



### Hygiene and sanitation capacity building

JESE conducted community awareness campaigns on WASH promotion in 89 villages with a target population of 5,600 people through Community Led Total Sanitation (CLTS) approach in Bunyangabu and Agago districts. Public health drives on COVID 19 prevention in 60 villages in Ntoroko District were also conducted as a response to intervene in the Covid-19 outbreak. These drives assisted in the management of the COVID-19 spread in the local communities.





JESE trained 264 health workers from 16 health units on how to improve their outreach and strengthen capacity to handle screening and treatment of Covid-19 victims and contacts. As a result of capacity building, 08 health centres lobbied for repair of their sanitation and waste management facilities in Agago and Ntoroko districts. JESE also formed and trained 08 school health clubs in WASH promotion and prevention of Covid-19, totalling to 300 pupils in Bunyangabu and Ntoroko districts. As a way of enhancing response to COVID-19, JESE created and distributed 2,000 IEC materials on COVID-19 prevention in Ntoroko district.



Other interventions included sensitization campaigns through 36 radio talk shows and 600 spot messages on WASH promotion, COVID-19 prevention, Menstrual Hygiene Management (MHM) and sexual and reproductive health rights (SRHR).

### Fastening advocacy on access to wash services in communities

JESE interventions in 2021 also instigated the creation of sanitation demand in 32 Primary schools through PHASE, Risk assessment and Cost recovery planning in Agago and Bunyangabu districts. The integration of gender and social inclusion in WASH planning at community and household levels through Household Gender Action Planning, community dialogues had a significant impact on our programming, with a total reach of 153 households facilitated to develop gender action plans, thus steadily improving access to family resources by women and children.

### Continuing with the promotion of Menstrual Hygiene Management in Schools



JESE enhanced modalities for improved hygiene practices among school going children through the establishment of health clubs in 28 schools and training a total of 660 club members and 48 sanitation patrons/matrons in hygiene management. All the 660 school pupils and their 48 matrons and patrons were trained in the making of reusable menstrual pads. Others trained were 220 members of 14 women groups in Agago district.



School children practise to make a reusable pad using the skills they learned from JESE.

**WASH business development:** JESE integrated entrepreneurship skills in a broader range of her programming and implementation. A total of 14 women groups were coached and their capacities built in the distribution and marketing of sanitary products such as liquid soap and RUMPs in Ntoroko and Bunyangabu districts. Another 13 village saving and loan associations (VSLA) groups in Bunyangabu and Agago districts were trained to enhance local financing for easy access to credit by women and youth entrepreneurs.

**Integrating WASH and ecosystem restoration:** One of the practices for sustaining ecosystem services is the conservation of natural resources through restoration and management. JESE promoted tree planting interventions in critical water catchment hotspots, sources, schools and health centres in Agago district. To sustain this initiative, 04 women led entrepreneur groups were assessed and facilitated to develop business plans in tree nursery establishment, provision of hand-on training in the management of tree nurseries. Other 2021 program interventions were conducting sensitisation campaigns on climate resilience as well as dissemination of guidelines and policies on IWRM to stakeholders and communities. This intervention also supported 04 groups in the establishment of nature based business enterprises (WASH NABS) such as the apiary project in



## Enhancing Youth skills development



The COVID-19 Pandemic destabilised the global and local economies and made it even more relevant for development actors to pursue the realisation of SDG 8 (Decent Work and Economic Growth). The emphasis is on inclusive and sustainable economic growth, employment and decent work for all. For the African, and Uganda context, the story of inclusiveness concerns the bulging youth bubble and the high unemployment rates.

With an estimated 77% of Uganda's population under 30 years, and about 30% of the total population being the youth (18-30 years) (UBOS statistical abstract 2018), Uganda has one of the youngest populations in the world, a situation that creates both challenges and opportunities. Youth unemployment has become an enormous challenge combined with a lack of access to financial or other resources to engage in meaningful production. JESE realised that, if the anticipated youth bulge is not well planned for through balanced investments in social and economic policies, it creates a challenge and the spectra of missing the demographic dividend. This problem is aggregated by a mismatch between required skills for labour markets and knowledge produced by training institutions.





Photo: Trainees during the DIT assessment exercise for solar installation in Kibito town council, Bunyangabu District.

## Reach in numbers

259 youths completed training in green skills  
65 youths completed internship in solar installation and Tour guiding  
UGX 16.2 Million saved by Green VSLA groups  
449 Youths received Life skills  
40 youths received tool kits

In 2021, JESE with support from partners facilitated a total of 570 youth in Kabarole, Kyenjojo and Bunyangabu districts to acquire Green skills and technical skills training. These areas of skilling were informed by the current market demands in the following sectors: solar installation and maintenance, Apiary enterprises, Mushroom growing, Nursery bed management, handcraft making for the tourism sector, vegetable farming, Tour guiding, and juice proWunity for decent employment among the youth and creation of own green jobs using the skills acquired.



Photo: Youth trained by JESE display their handcraft products.

In 2021, a total of 359 trainees were supported with starter up kits such as solar dryers, Wheelbarrows, bicycles, barbed wires, tapelines, buckets, iron sheets, tanks, business advisory services and mentorship programs to the graduates by the green colleges.



Photo: Youth display tool kits received from JESE to start their own apiaries.



In his own story, Robert Kyalimpa a trainee in vegetable growing, and resident of Kichwamba Sub County, Kabarole district currently makes a regular income from the trade. ***“I was not getting enough money in Agriculture but now i sell my products to big hotels, i am a teacher at Greco organic farm and now i have finished constructing my house”***

## Lessons Learnt

- We have seen that with the focus on diversification and low input farming, the resilience of family farms can indeed increase in a significant way. When it comes to climate resilience this observation stands, but we need to remain aware of the limits and risks. Extreme events -that are announced to be occurring more frequently- in reality easily surpass the resilience levels and generate the risk that farmers have to a near full restart after a lost season. There is need for a broader reflection on protection mechanisms when indeed the resilience is surpassed and how we can grad-

- gradually design and implement mechanisms that allow these farmers to cope with losses that exceed their carrying capacity. Therefore, there is a need to create general awareness, open for reflection and identify potential scenarios on this matter and look into successful strategies as used in disaster risk reduction programs
- We have successfully set up VSLA groups in Kyenjojo, and Kamwenge. Despite the fact that their integration was mainly due to the aim of stimulating economic development, we can see that their impact on the social level cannot be underestimated and probably is even more relevant. They have become “stabilisers” of inter family trust and provide –especially for women- a basis for longer term financial planning and awareness. The methods have been copy pasted as documented but after our evaluations we observe that certain ways of operating bring questions or even doubt. For example, the cyclic approach where after every cycle the effort has to restart from zero (the VSLA organise at the end of each cycle a full sharing out session where all savings are given back to the members) has caused a drop of interest in some cases. The fact that this often happens near the festive season also generates the risk that the returned savings are not always used for “wise investments” and indeed support the IFP. There is need to proceed with the VSLA and start to test small modifications on their impact towards the long term efficiency
- Women's economic empowerment is continuously being inhibited by the lack of productive assets such as land and therefore limiting their investment capacity in economic and conservation projects.
- Agroforestry investments combined with the introduction of high value crops is encouraging many farmers to take an active role in the restoration/conservation ecosystems that had in the past been severely degraded by local farmers.
- Adaptation to climate change requires that action is taken to invest in technologies that contribute to the reduction of CO2 Emissions. Such investment by the development partners is still very limited and where some efforts have been made the dividends in the reduction of CO2 emissions are real but this must be done with deliberate effort and on a larger scale.
- Youth skilling, more so in the green sector is creating more opportunities for Youth innovations particularly in the establishment of nature based enterprises something that had been silent in the past.
- The engagement of the male gender in the activities intended to cause a transformation in the gender inequalities in society is quickly yielding results towards gender transformation. This is the case with the male-engage, men in the kitchen and male role model approaches currently being implemented by JESE.
- Project/programme positive impact can best be realised on its intended subjects when stakeholders and the intended beneficiaries actively take part in the implementation of activities. Future implementation approaches require that JESE deploys as many participatory approaches as possible.



## Financial Summary

In the financial year 2021, we realised tremendous growth in the total operational budget from UGX 5,290,657,353 in 2020 to UGX 7,958,848,481. A total of UGX 7,133,822,249 was mobilised from our partners/funders and UGX 825,026,182 was balance carried forward from 2020. The table below presents a breakdown of the incomes and expenditures for the period.

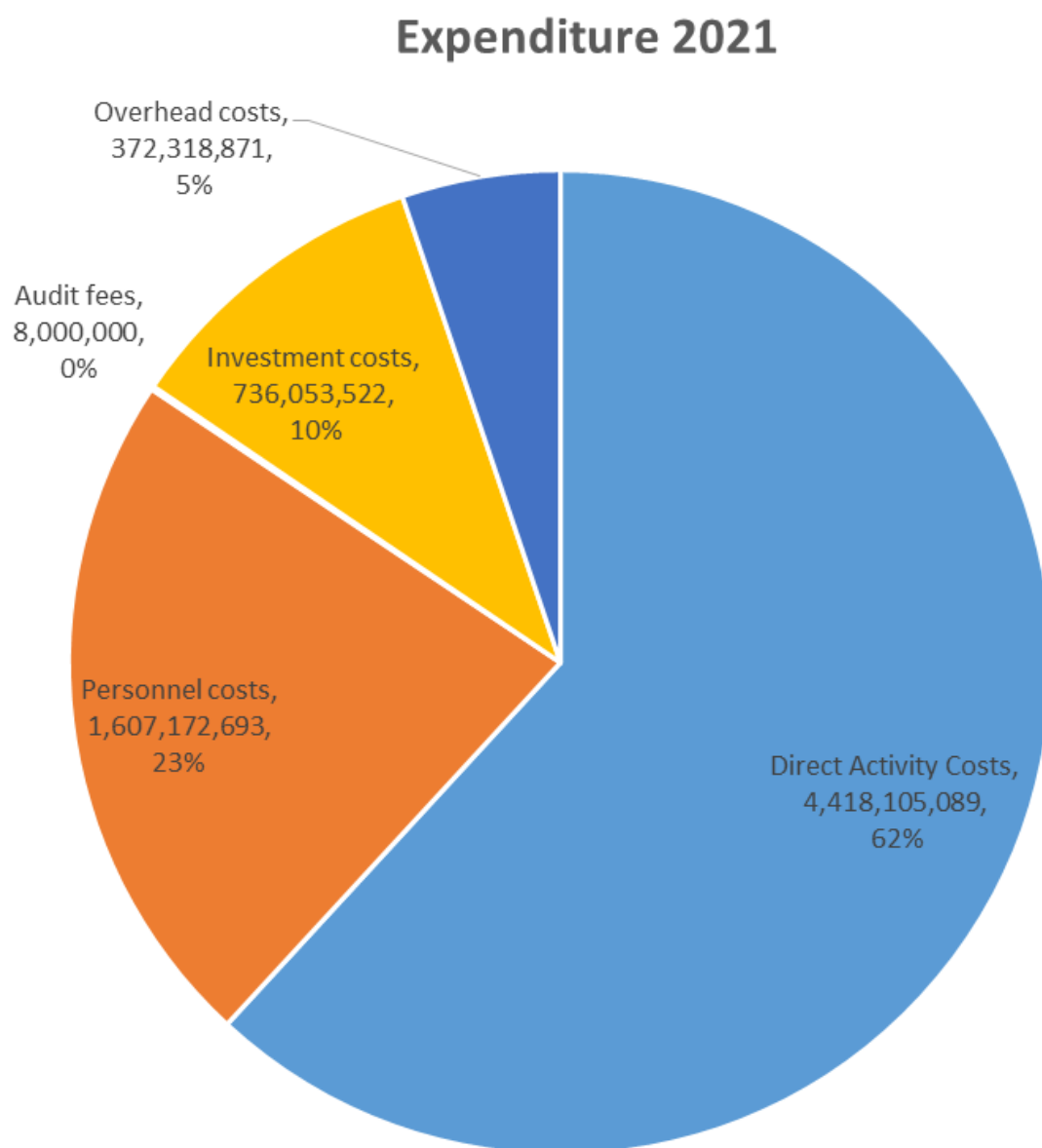
Table4: JESE 2021 Income Receipts.

Funders	Receipts in UGX
Protos	921,679,244
CARE-STRNPO	383,519,928
SIMAVI-WASH Alliance	431,017,428
Weithunger helfe (Green Colleges)	689,641,975
Broederlijk Delen (BD)	161,502,690
Forest of the World	267,117,195
WWF	167,277,700
OXFAM	374,080,750
IDP	282,728,121
CARE She Feeds the World	346,734,989
WASH & LEARN	207,985,677
WASH FIRST	354,293,369
Forest of the world- Green Entrepreneurship	510,573,180
Innovation Fund	192,271,239
Skill up	953,208,615
Claim your space	82,789,384
Disaster Response for displace People (DRDIP)	682,029,592
Social Vanilla	100,969,174

Social Foodies	24,402,000
<b>Total funds received</b>	<b>7,133,822,249</b>
Opening balance	825,026,182
Other revenues	30,556,654
<b>Total funds available</b>	<b>7,989,405,085</b>

## Expenditure in 2021

Below, is a graphical highlight of our expenditure in 2021





## JESE TEAM



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KIIZA Felix  
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Ms. TUHAIRWE Gertrude  
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Mr. MAGEZI Charles  
Member



Mr. MUBIRU Vincent  
Member



Ms. Ellen K.BAJENJA Vice  
Vice Chairperson

## Appreciation

JESE wishes to thank all the development partners who financially enabled us to implement our programs interventions in 2021.

We are grateful for the good working relations with the Local Governments of; Kabarole, Bunyangabu, Buliisa, Agago, Buliisa, Kamwenge, Kyenjojo and Kyegegwa and the involvement of the Local Government technical staff in the planning, implementation and ensuring that there is quality assurance of the interventions throughout 2021.







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